

August 15, 2016

Ms. Marion Organ  
Environmental Services Manager  
Nalcor Energy  
Hydro Place, 500 Columbus Drive  
PO Box 12400  
St. John's NL A1B 4K7

**Re: Environmental Assessment (EA) Requirement for Project Specific Diversity Initiatives – TL-267**

Dear Ms. Organ:

I am writing in response to your correspondence dated July 27, 2016, in which you outline the specific diversity initiatives that Nalcor plans to undertake for the Bay d'Espoir to Western Avalon transmission line (TL-267). I have reviewed the specific initiatives as outlined and make the following recommended additions to Nalcor's diversity plan for this and future projects:

- Regular communications/meetings will be required with both the main and sub-contractors for TL-267 in order to clarify Nalcor's requirements regarding diversity initiatives to ensure compliance with Nalcor's gender diversity plan and reporting requirements;
- Nalcor must ensure that a designated on-site mentor (point of contact) be assigned for women hired to work on TL-267 as a safety protocol in case they encounter difficulties;
- Forbes Brothers, the main contractor, should immediately begin working with WRDC and OAWA for Respectful Workplace training as part of their orientation and for assistance with recruiting tradeswomen for employment. Wherever possible, women should be hired in two's – rather than sending one woman to an isolated worksite.

The Provincial Government has made a number of commitments to building a diverse workforce in this province. Through our programs, services and partner organizations, we help ensure that women build successful careers in a wide range of exciting occupations. It is imperative that employers support these commitments and work to ensure that policies and procedures are actively implemented and effective in the workplace.

I am pleased to hear that Nalcor has engaged in regular meetings with the Women's Policy Office for support on a range of gender diversity issues. I am aware that Nalcor intends to conduct, in advance, an analysis of contractor-led projects scheduled for the following year in order to identify the opportunities to implement gender diversity plans. In any case, we advise that Nalcor not award contracts prior to EA approval from the Minister responsible for the Status of Women.

Based on Nalcor implementing the above noted recommendations, approval is given for the specific diversity initiatives for TL-267. We look forward to working with you on future projects to ensure that Nalcor Energy, as a Crown Corporation, is a role model for diversity in Newfoundland and Labrador.

Yours sincerely,



Honourable Cathy Bennett, M.H.A.  
District of Windsor Lake  
Minister of Finance and  
President of Treasury Board  
Minister Responsible for the Status of Women

cc: Stan Marshall, Chief Executive Officer, Nalcor Energy  
Jim Keating, VP, Oil and Gas and Chair, Diversity and Inclusion Committee, Nalcor Energy  
Brent Sellars, NL Hydro  
✓ Bas Cleary, Department of Environment and Conservation  
Donna Ballard, Deputy Minister, Women's Policy Office  
Charles Bown, Deputy Minister, Natural Resources  
Honourable Siobhan Coady, Minister, Natural Resources